

University of Santa Clara Bulletin

*GRADUATE SCHOOL OF
BUSINESS & ADMINISTRATION*

1973-1974

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UNIVERSITY OF SANTA CLARA BULLETIN

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UNIVERSITY OF SANTA CLARA

**GRADUATE SCHOOL OF
BUSINESS AND
ADMINISTRATION
1973-74**





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GRADUATE SCHOOL OF BUSINESS

CALENDAR 1973-74

Fall Quarter

September 3	Monday.....Labor Day, administrative holiday.
September 17	Monday.....Registration.
September 20	Thursday.....Instruction begins.
September 24	Monday.....Last day for late registration and the adding of courses.
October 3	Wednesday.....Last day to withdraw from courses with partial refund.
October 26	Friday.....Last day for filing for candidacy for graduate degrees to be conferred December 1973 and March 1974.
November 1	Thursday.....Last day to file petitions for January Ph.D. screening examinations.
November 19	Monday.....Last day to withdraw from courses.
November 22-23	Thursday-Friday.....Thanksgiving recess, academic and administrative holidays.
November 26	Monday.....Classes resume.
November 30-December 5	Friday-Wednesday.....Fall quarter examinations.
December 7	Friday.....Fall quarter grades due 9:00 a.m.
December 8-January 2	Saturday-Wednesday.....Christmas recess.
December 24-25	Monday-Tuesday.....Christmas, administrative holidays.

Winter Quarter

December 27	Thursday.....Registration.
December 31-January 1	Monday-Tuesday.....New Year's administrative holidays.
January 3	Thursday.....Instruction begins.
January 7	Monday.....Last day for late registration and adding of courses.
January 14	Monday.....Martin Luther King's birthday, academic and administrative holiday.
January 16	Wednesday.....Last day to withdraw from courses with partial refund.
January 18	Friday.....Last day for fulfilling language requirements for Ph.D. degree.
January 24-25	Thursday-Friday.....Winter Ph.D. screening examinations.
February 18	Monday.....Washington's birthday, academic and administrative holiday.
February 22	Friday.....Last day to withdraw from courses.
March 1	Friday.....Last day to file for candidacy for graduate degrees to be conferred in June 1974.
March 8-13	Friday-Wednesday.....Winter quarter examinations.
March 15	Friday.....Winter quarter grades due 5:00 p.m.

Spring Quarter

March 22	Friday.....Registration.
March 25	Monday.....Instruction begins.
March 26	Tuesday.....Last day for late registration and the adding of courses.
April 4	Thursday.....Last day to withdraw from courses with partial refund.
April 11	Thursday.....Last day for filing with the graduate committee final draft on theses for graduate degrees to be conferred in June 1973.
April 12	Friday.....Good Friday, academic and administrative holiday.
April 18	Thursday.....Last day to file petition for Ph.D. screening examinations.
May 17	Friday.....Last day to withdraw from courses.
May 27	Monday.....Memorial Day, academic and administrative holiday.
May 30-June 3	Thursday-Monday.....Spring quarter examinations.
June 5	Wednesday.....Spring quarter grades due 9:00 a.m.
June 8	Saturday.....123rd commencement.

Summer Session

June 7	Friday.....Registration.
June 10	Monday.....Instruction begins.
June 11	Tuesday.....Last day for late registration and the adding of courses.
June 20	Thursday.....Last day to withdraw from courses with partial refund.
June 20-21	Thursday-Friday.....Ph.D. screening examinations.
June 21	Friday.....Last day to petition for graduate degrees to be conferred in August 1974.
July 19	Friday.....Last day to withdraw from courses.
August 5-6	Monday-Tuesday.....Summer session examinations.
August 9	Friday.....Summer session grades due 9:00 a.m.



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HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution of higher learning. In the intervening years, however, the Mission served as a spiritual center and school for the Indians.

In 1851, the new Dominican bishop of San Francisco, Joseph Sadoc Alemany, asked the Jesuit Father John Nobili, formerly of the Oregon Missions, to begin a college at the Mission of Santa Clara. During the first academic year, 1851-52, Father Nobili and a faculty of three other Jesuit priests and four competent lay professors gave instruction to twenty-six students in arts, sciences, music and drama.

April 28, 1855, Santa Clara College received its charter from the State of California.* Slow but steady growth followed and distinguished graduates became prominent members of California life. However, it was not until the Schools of Law and Engineering were founded in 1912 and the courses in the Humanities and the Sciences were expanded that the College became the University of Santa Clara.

Meeting the demands of urban growth in the Santa Clara Valley, the courses in commerce and finance were likewise amplified in 1926 and the University's School of Business Administration began. The Graduate School of Business and Administration was started in 1958 in recognition of the continuing important growth of the region as a business and financial center.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans came an enlarged student body, new resources and an expanded curriculum that led Santa Clara into a new era of rapid growth and development.

From the post-war period to the present, the face of the campus has been changing and expanding. Thanks to the generous support of many friends, eighteen buildings have been added and, today, four new facilities—the Bannan Classroom Building, the Heafey Law Library addition, the Louis B. Mayer Theatre, and the Student Activities Center—are in various stages of planning and construction.

In 1961 the University announced a major change in policy and accepted women students for the first time in its 110 year history and quickly became fully coeducational.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size—3100 undergraduates and 2900 graduate and law students—so that there is a strong sense of community and easy access to the faculty.

* THE UNIVERSITY'S LEGAL NAME is: *The President and Board of Trustees of Santa Clara College* to which should be added, *a Corporation, located at Santa Clara, California*. For the information of individual, corporation and foundation donors who wish the tax-benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501(c) (3) (ii) tax-exempt organization and also as not a private foundation under Section 509(a) of the IRS code.

In the same decade the number of courses taught has more than doubled and there has been a proliferation of opportunities for individual study and research, including off-campus work/study programs.

As a independent, tuition and gift-supported university, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student and for values in education.

LOCATION

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

Climate

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4° and the average minimum 41.6°. The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.





AIMS AND OBJECTIVES

The University of Santa Clara is an institution of higher learning founded by the Jesuit Fathers in 1851. The University is governed by a Board of Trustees of laymen and Jesuits.

Its principal objective is to provide superior undergraduate education in the liberal arts, in the sciences and in the professions of business and engineering to a student body of limited size and of high ability.

It also offers selected graduate programs in business, engineering, law and humanities and sciences.

It presents programs in theology, scripture, and other religious studies which include the major religious traditions but with emphasis on the Catholic tradition.

It encourages research as an important part of graduate and undergraduate education.

It encourages experimentation and innovation in teaching methods and curriculum to make the education more relevant to contemporary society and the needs of modern man.

It welcomes professors and students of all races, religions, and national origins.

It provides special assistance to disadvantaged students, not only to help solve social injustice, but also to diversify the student body in a way that will better prepare all the students to contribute to a pluralistic society.

Within this diversity it offers the opportunity for spiritual growth in private life and in the Christian community and worship which it fosters.

It is a scholarly community in which students, professors and administrators, united in the search for truth, are actively involved in the formulation and implementation of institutional policy, and share responsibility for creating and maintaining an atmosphere in which all have freedom to learn, freedom to inquire and freedom to express themselves.

Santa Clara recognizes the importance of bringing to students, professors and the community at large, current and influential thought from the mainstream of contemporary life in philosophy, literature, science, the arts, politics, religion and other cultural areas through public discussion, seminars, conferences and exhibitions. These will not necessarily reflect the University position, nor agree with majority opinion, and they will not constitute an endorsement since they may represent divergent views.

Board of Trustees
University of Santa Clara
November 19, 1968

THE GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION

The Board of Trustees established the School of Business and Administration as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business and Administration was established in 1958.

There are three major divisions:

- a) School of Business and Administration (Undergraduate—four years) B.S.C. Degree
- b) Graduate School of Business and Administration (M.B.A. and Ph.D. Degree)
- c) The Center for Leadership Development

There are six departments within the School—Accounting, Economics, Finance, Management, Marketing and Quantitative.

The graduate School of Business and Administration correlates the general educational aims of the University with preparation in meeting the general and specific problems of industry, commerce and institutions of various types. The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in government agencies; and to provide graduate work at both the master and doctoral levels.

National Affiliation

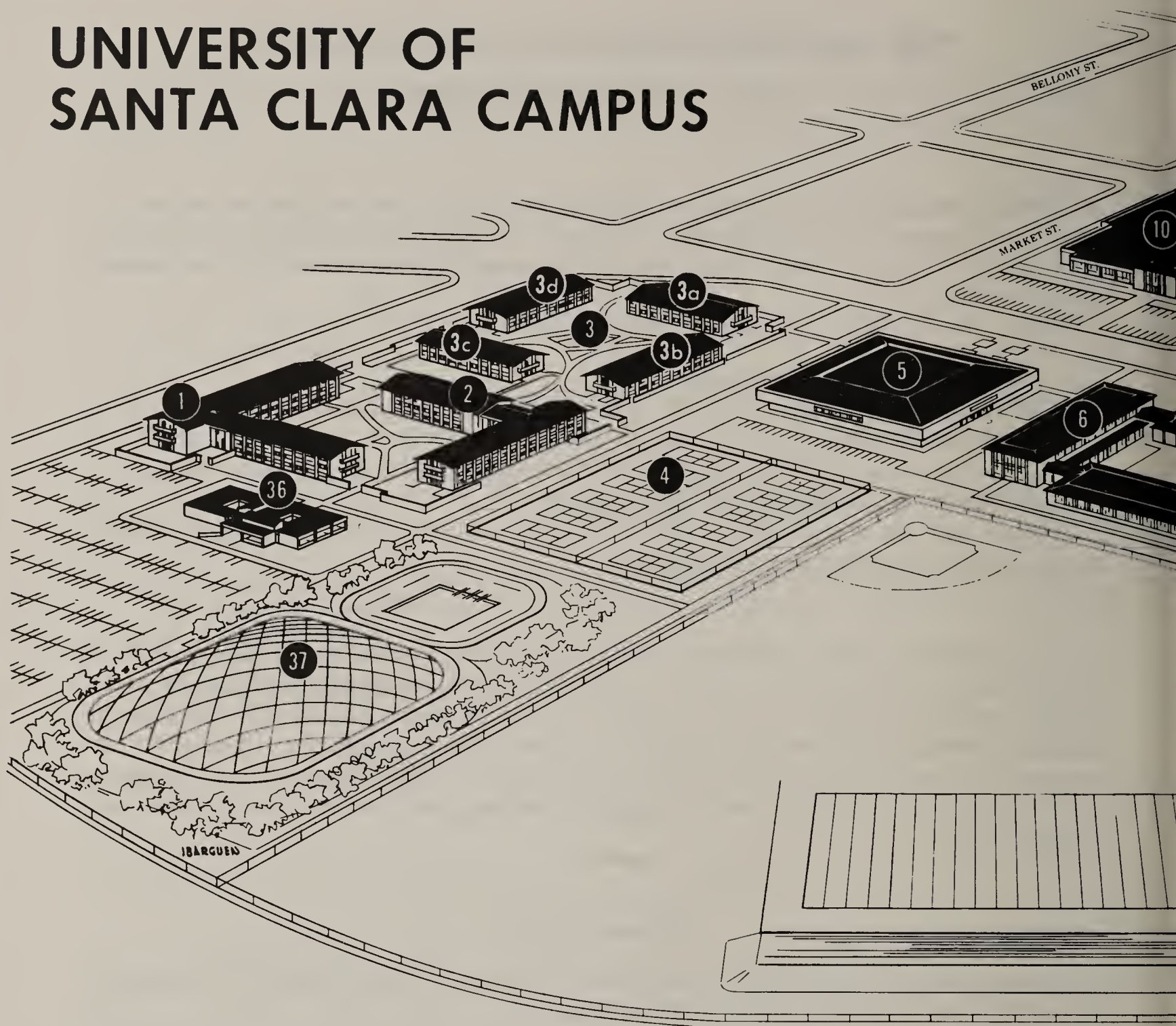
Both the Graduate and the Undergraduate Schools are accredited by the American Association of Collegiate Schools of Business.

Rights Reserved

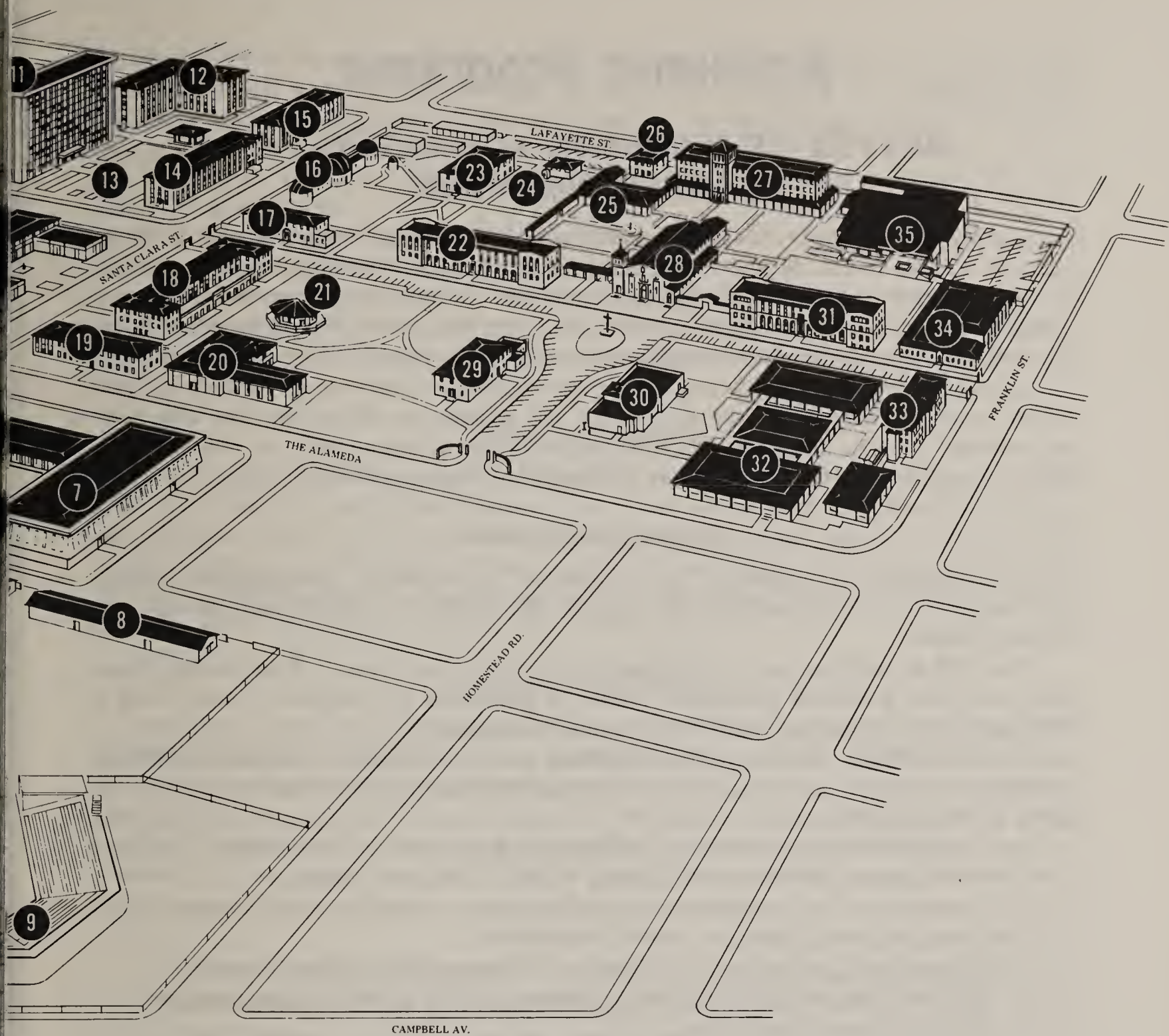
The curriculum and regulations affecting students may be revised at any time at the discretion of the University administration.



UNIVERSITY OF SANTA CLARA CAMPUS



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| 1 Sanfilippo Residence Hall | 9 Buck Shaw Stadium |
| 2 Campisi Residence Hall | 10 Benson Memorial Center |
| 3 Graham Residence Center | 11 Benjamin Swig Residence Hall |
| A Strub Hall C O'Neill Hall | 12 Dunne Residence Hall |
| B Swig Hall D Hancock Hall | 13 John Kennedy Mall |
| 4 Campus Tennis Courts | 14 McLaughlin Residence Hall |
| 5 Michel Orradre Library | 15 Walsh Residence Hall |
| 6 Sullivan Engineering Center | 16 Ricard Memorial Observatory |
| 7 Bannan Classroom Building | 17 Donohoe Infirmary |
| 8 Athletic Field House | 18 Kenna Hall - School of Business |



- 19 Bergin Hall - School of Law
- 20 Heafey Law Library
- 21 Publications Center
- 22 St. Joseph's Hall - Jesuit Residence
- 23 Varsi Hall
- 24 Restrooms
- 25 Adobe Lodge - Faculty Club
- 26 Service Building
- 27 Nobili Hall
- 28 Mission Santa Clara

- 29 Walsh Administration Building
- 30 De Saisset Art Gallery & Museum
- 31 O'Connor Hall
- 32 Daly Science Center
- 33 Alumni Science Hall
- 34 Seifert Gymnasium

Proposed Buildings

- 35 Mayer Theatre
- 36 Cowell Student Health Center
- 37 Student Activities Center

Academic Programs

MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of the economy. The curriculum is focused on the problems of business but is intended to be broad and general, rather than vocational.

Graduate courses are offered during four quarters each year, starting in September, January, March and June. Classes are scheduled during the late afternoon and evening periods to allow graduate students employed during the day to complete the requirements for the degree of Master of Business Administration.

Entrance Requirements

Requirements for admission for the Master of Business Administration degree give recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in Engineering, Business, Arts and Sciences and other areas. A candidate for admission must have a Bachelor's degree from an institution of accepted standing.

Each candidate for the M.B.A. Degree must successfully complete eighteen courses beyond basic courses, meet grade requirements, and fulfill the course requirements of the program.

If a student has not completed undergraduate courses in Mathematics and Law he must satisfy these requirements by taking 73.265, 71.292 and 71.293.

The following points are taken into consideration in deciding upon admission into the Graduate School of Business:

1. All applicants are expected to have an above-average academic record.
2. The discipline which the applicant followed in his undergraduate program.
3. Letters of recommendation.
4. Potential for leadership as indicated by experience, attitude and aspiration.
5. Scores on various tests, such as ATGSB and Graduate Record examinations.
6. The overall quota in regard to the number which may be admitted in any quarter.
7. The applicant must be in good standing at any other university which he has attended. As an example, if another Graduate School requires a "B" average, the applicant will not be considered unless his grades are at this level.
8. Foreign students are required to submit results of the TOFEL examination.

There is no single point that the Admissions Committee uses in making its final decision. The Committee uses all of the items listed above in its evaluation.

Procedures for Application

1. Submit application form in duplicate. (Application forms and transcripts must be on file with the Graduate School of Business at least eight weeks prior to the date of

registration.) Before an application can be evaluated, all transcripts of college credit must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended (and listed on his application) and have two transcripts sent directly to the University of Santa Clara.

2. Enclose a \$20.00 application fee. Checks are to be made payable to the University of Santa Clara.

3. Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications and transcripts should be addressed to: Dean, M.B.A. Program, Graduate School of Business, University of Santa Clara, Santa Clara, California 95053. All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The Master of Business Administration will be granted after completion of a minimum of 18 courses beyond the basic courses. All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement. Residence requirements of the University may be met by completing 16 graduate courses in the Santa Clara Graduate School of Business and Administration within six calendar years.

Continuation in Program

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced degree. Once a student has completed 6 graduate courses beyond the basic courses he must petition to continue in the program for the M.B.A. Degree. If the petition is not approved, the student will be asked to withdraw and will not be allowed to continue in the M.B.A. Program.

Academic Status

To qualify for the M.B.A. Degree, a student must have an overall average of 2.25, in all the work taken at the University of Santa Clara in the Graduate School. A "C" grade is considered a minimum passing grade in each course. If, in the opinion of the Committee on Academic Standing of the Graduate School, a student's work is so poor as to justify the action, he may be asked to withdraw.

Credit from Other Schools

The maximum number of courses earned at other institutions which will be accepted towards the M.B.A. Degree will be two. This work in order to be acceptable must have been taken during the five years prior to the student's registration in the M.B.A. program at Santa Clara, and have been in graduate classes open only to graduate students.

Concurrent Enrollment

A student in the Graduate School of Business will not be allowed concurrent enrollment either in other Schools of the University of Santa Clara or in other colleges and universities.

Incompletes

A student's work may be reported incomplete if some essential portion of his work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter.

Withdrawal

Students may withdraw from courses prior to two weeks before the date on which the final examinations begin.

When a student withdraws from the University or from a class, he must report to the Administrative Office of the Graduate School of Business and fill out a Withdrawal Form. This cannot be done by mail or by telephone, but must be done in person.

Readmittance to the Graduate School of Business

1. The regulations of the Graduate School of Business are such that any student who does not register during a regular quarter of the academic year (summer quarter excluded) will be placed on the inactive list unless he is given a leave of absence. When a student is placed on the inactive list, it is necessary for him to reapply 8 weeks before registration and he will be considered for readmission on the same basis as a new applying student. He must file the Graduate Application Form and pay the application fee. He will also be required to fulfill any additional requirements which the faculty may adopt during the interim period when he has been on the inactive list.

2. He must also state that he has or has not attended any other school(s) since withdrawing from the University of Santa Clara. (If he did attend another school, all transcripts of courses must be sent to the Dean, Graduate School of Business, University of Santa Clara.)

Program Changes

As long as a student continues in residence each quarter until he completes his degree, the student may follow all regulations of the Catalog at the time of his first registration, but, has the option of following the new set of all requirements in a subsequent Catalog. However, there can be no combination of the requirements from both Catalogs.

Substitution of Courses

Students who have completed successfully at least five courses in their prior degree programs in one of the following fields: Accounting, Economics, Finance, Management, Marketing and Quantitative Methods, may with the approval of the M.B.A. Committee on written petition, substitute free electives for the two required courses in that particular area of specialization. However, this approval will be limited to *one* field. All students must complete the work in at least five of the fields listed above in their programs.

Basic Courses

(May not be included as part of the 18 course requirement.)

This group of courses will provide a background in Mathematics and Social and Legal Environment of the Firm. Students coming from a liberal arts undergraduate major may find it necessary to take all of these courses. These basic courses are

offered as part of the graduate program and will satisfy undergraduate deficiencies. These courses are *not* to be included as part of the 18 course requirement but the grades will be included in determining the student's overall average.

- 73.265 Social and Legal Environment of the Firm
- 71.292 Mathematical Analysis I
- 71.293 Mathematical Analysis II

Required Courses (12)

- 13.231 Economic Analysis of the Firm I
- 13.232 Analysis of Business Conditions I
- 70.216 Financial Accounting I
- 70.217 Financial Accounting II
- 71.200 Quantitative Methods I
- 71.201 Quantitative Methods II
- 72.280 Marketing Management I
- 72.282 Marketing Management II
- 73.260 Management I—Organization and Management
- 73.268 Management II—Organizational Behavior
- 74.245 Financial Management I
- 74.246 Financial Management II

Most students find it necessary to use a computer for regular course work. As a result, all students are encouraged to take Computer Programming (71.295) in the early part of their studies.

Required Capstone Course (1)

- 73.266 Business Policies

Elective Courses (5)

Five elective courses may be selected from the schedule of electives which are offered. The number of electives given each year will vary depending upon the availability of faculty and the interest of the students.

Alternative Requirement for Business Policies

On petition, a limited number of students may be permitted to substitute a thesis for the Business Policies requirement.

Accounting Program

All students in the Graduate School are required to take Accounting 70.216, 70.217 or the equivalent.

For those with a major in undergraduate Accounting and wishing to prepare themselves for a professional career in accounting the following sequence of courses is required: 70.219; 70.220; 70.222; 70.224; 70.225; 70.226; and two courses in Information Systems.

Those who do not have a major in undergraduate Accounting but wish to prepare themselves for a professional career may do so by undertaking the following sequence of courses: 70.216; 70.217; 70.218; 70.219; 70.220; 70.221; 70.222; 70.223; 70.224; 70.225; 70.226, and two courses in Information Systems. This program will require two years and cannot be completed within the 18 course scope of the M.B.A.

THE DOCTOR OF PHILOSOPHY DEGREE PROGRAM IN BUSINESS

The degree of Doctor of Philosophy in Business Administration is conferred upon students as an indication of high intellectual achievement. It is intended to prepare students for careers both in business and academic work. Emphasis is not only placed on breadth of understanding and analytical competence but on the development of strong teaching capabilities in Business Administration.

Because of the general nature of the program, students will be able to apply their background knowledge to a wide range of application and will be able to keep up with the growing body of knowledge surrounding business activity.

The requirements for the degree are expressed in general terms; it is intended that the program retain a high degree of flexibility. Students will be asked to meet the general requirements of the Graduate School of Business, and beyond that, it is expected that the curricular requirements will be adapted to the needs and objectives of the student.

Admission to the Program

Candidates for admission to the program must have earned a baccalaureate degree from an accredited collegiate institution and must establish this record with an official transcript from the institution granting the degree. In addition, the candidate must take the Admission Test for Graduate Study in Business, given by the Educational Testing Service. At the time of his application for admission, the student will receive any other reference material needed. Admission to the graduate program does not assure the candidate continuous registration; he must maintain a satisfactory grade average and must pass the various examinations.

Admission to the doctoral program is generally limited to the fall quarter. All application forms and transcripts must be on file with the Graduate School of Business prior to March 1.

Applications and transcripts should be addressed to: Chairman, Doctoral Program, Graduate School of Business, University of Santa Clara, California 95053. All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The degree of Doctor of Philosophy will be awarded on the basis of: the successful completion of 90 quarter-hours of graduate course work; the passing of a screening examination which is designed to reveal the candidate's understanding of the University of Santa Clara's Master of Business Administration program; the passing of a comprehensive oral examination; and the writing and oral defense of an acceptable dissertation.

At least 45 quarter units of graduate course work must be completed at the University of Santa Clara. Credit for graduate work taken at other accredited institutions may be allowed, on petition to the Doctoral Committee of the School of Business, to a maximum of 45 quarter units.

It must be emphasized that the attainment of the degree of Doctor of Philosophy is not simply the accumulation of a given number of course credits, but is the building of a background of knowledge and understanding broad and secure enough to allow the candidate to pass the succession of examinations set for him. Many candidates may find it advantageous to take more than minimum course requirements.

Program of Study

The Language Requirement. The candidate will be asked to develop a reading knowledge of a foreign language. This is not a conversational language requirement; if the candidate is able to read and gain the meaning of literature in his fields of interest, he will have attained the goal.

Screening Examination. This screening examination will be a written test and will be designed to reveal the candidates' understanding of the University of Santa Clara Master of Business Administration program, as outlined in the catalog of the Graduate School of Business. No student will be allowed to proceed in the doctoral program until he has passed this examination.

Upon completion of the screening examination, the student will be asked to select a major field of emphasis. He will present his written proposal for his field of emphasis to the Doctoral Committee for approval. Programs in fields of emphasis are limited to the regularly scheduled graduate classes offered in the Graduate School of Business.

Once the field of emphasis has been approved by the Doctoral Committee the candidate will be assigned to the department chairman who will be responsible for working out his program. This program must be approved by the Doctoral Committee before the candidate will be allowed to proceed with his work.

Whenever the department chairman believes the candidate is ready to take a comprehensive oral examination in his field of emphasis, a committee of five members of the faculty will be appointed by the Doctoral Committee to give the oral examination.

The Dissertation Requirement. The dissertation for the degree of Doctor of Philosophy is expected to constitute a contribution to knowledge. It must be an original work, requiring both research and analysis.

The candidate will be required to invite at least three members of the faculty of the Graduate School of Business to serve on his Dissertation Committee. The latter will not be considered formally constituted until all members of the Committee accept the thesis proposal. Included among the criteria on which the thesis proposal will be evaluated are the following:

- a) The principal and subsidiary issues to be analyzed.
- b) The design of the research including the sources and types of data to be used.
- c) The methods of analysis.
- d) Relation of the projected work to available studies and literature bearing on the topic.
- e) The significance and purpose of the research.
- f) Scope and depth of the intended work.
- g) The feasibility of the study for the candidate.
- h) Overall judgment as to whether or not the thesis proposal will allow the candidate to demonstrate his ability to perform original research in a scholarly way and to make a contribution to the knowledge and understanding of his field.

The thesis must be written in clear, grammatical and forceful English, typewritten or reproduced by a method which allows the document to be microfilmed clearly, and accompanied by a concise summary of about ten to fifteen pages. One original and at least two copies must be submitted to the student's dissertation committee. The members of this committee and any others invited by the Doctoral committee will examine the candidate orally on his dissertation. On the successful oral defense of his dissertation, the candidate will have completed all requirements for the degree of Doctor of Philosophy in Business Administration. (The dissertation must be completed within a five-year period from the date of passing the comprehensive oral examination.)

THE CENTER FOR LEADERSHIP DEVELOPMENT

The Center for Leadership Development at the University of Santa Clara Graduate School of Business and Administration was organized in 1957 to provide programs of continuing education for executives, managers and supervisors. Many different seminars, institutes, workshops and conferences are conducted for people coming from all levels of management and from public and private, profit and nonprofit institutions. Some of these programs are initiated by the University, but many are instigated by a single company, by a group of companies, or by a professional association.

Although the Center was established as an adjunct of the Graduate School of Business, the educational and professional talents of all parts of the University are integrated in these programs.

The more important programs which are offered each year include the following: Management Development Program—(Offered Fall, Spring and Summer—a twelve-day program) for middle- and upper-management people.

Foremanship and Supervision Program—20 weeks, Fall to Spring.

Seminar in Hospital Management—four eight-week seminars throughout the year.

Seminar in Municipal Management—four eight-week seminars throughout the year.

Western Institute for Organization Management, conducted in cooperation with the Chamber of Commerce of the United States—a one-week each year, for six years, intensive program for Chamber of Commerce and Association executives.

Associated Credit Bureau Program—a one week each year, four year series.



Financial Information

TUITION AND FEES

Application Charge \$ 20.00

This charge is to be sent with each application form and is not refundable.

Registration Fee 5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Tuition, per three quarter units 141.00

Dissertation microfilming, Ph.D. 25.00

Diploma and Graduation Fee 25.00

Payable in each quarter in which degree is granted.

Dissertation Fees

Once the candidate for the Doctor of Philosophy Degree in Business has passed his comprehensive oral examination, he will be required to register for nine units each succeeding quarter until he has paid for 45 quarter units of work. In the event he has not completed his dissertation in the five quarters of registration, he will not be assessed additional tuition charges.

All candidates must continue to register each quarter (summer not included) and pay the registration fee each period until they complete their dissertations. Students who fail to do this will be placed on the inactive list.

Refund of Tuition

Any student withdrawing prior to and up to the fourth meeting of any regularly scheduled class will receive a refund of one-half of the tuition. No refunds of tuition will be made subsequent to the fourth meeting. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

FINANCIAL AIDS

Financial assistance at the University of Santa Clara is awarded on the basis of demonstrated leadership and character, superior academic record, and financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

Loans

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students of the Graduate School of Business are the National Defense Student Loan program, United Student Aid Funds Inc., and Federally Insured Loans. Application forms and further information may be obtained from the Office of Financial Aids; University of Santa Clara.

Fellowships

The Graduate School of Business and Administration offers a limited number of fellowships to outstanding graduate students. It is also possible for graduate students who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships.

Scholarships

Clausin D. Hadley Scholarship. A perpetual scholarship provided by a gift in 1962 from Martha Hadley of Los Altos in memory of her husband, Dr. Clausin D. Hadley, for the benefit of a needy and deserving student of the School of Business; selection to be made by the Committee on Scholarships.

Francis William Harvey Scholarship. A perpetual scholarship provided by a bequest in 1966 from Anna C. Harvey in honor of her son, Francis William Harvey, for the benefit of a male student in the School of Business from Santa Clara County, selection to be made by the President of the University.

Peter J. Pasetta Scholarship Fund. Perpetual scholarships provided by a gift in 1962 from Peter J. Pasetta of Saratoga for the benefit of needy and deserving students of the School of Business; selection to be made by the Committee on Scholarships.

Qualifications: Besides the conditions laid down by the donors, all scholarships administered by the University are subject to the following conditions:

1. In selecting students for scholarship benefits, evidence of financial need is required. From the applications which satisfy this requirement, preference will be given to students with higher scholastic attainments.
2. A student who holds a scholarship must file a petition for renewal each year. Petitions for new or renewed scholarships by students already in attendance at the University must be submitted before January 15.
3. Scholarships may be cancelled at any time for serious infractions of the rules and regulations of the University.
4. As a general rule, undergraduate applicants receive priority consideration for the different financial aids for which both graduate and undergraduate students are eligible to apply.

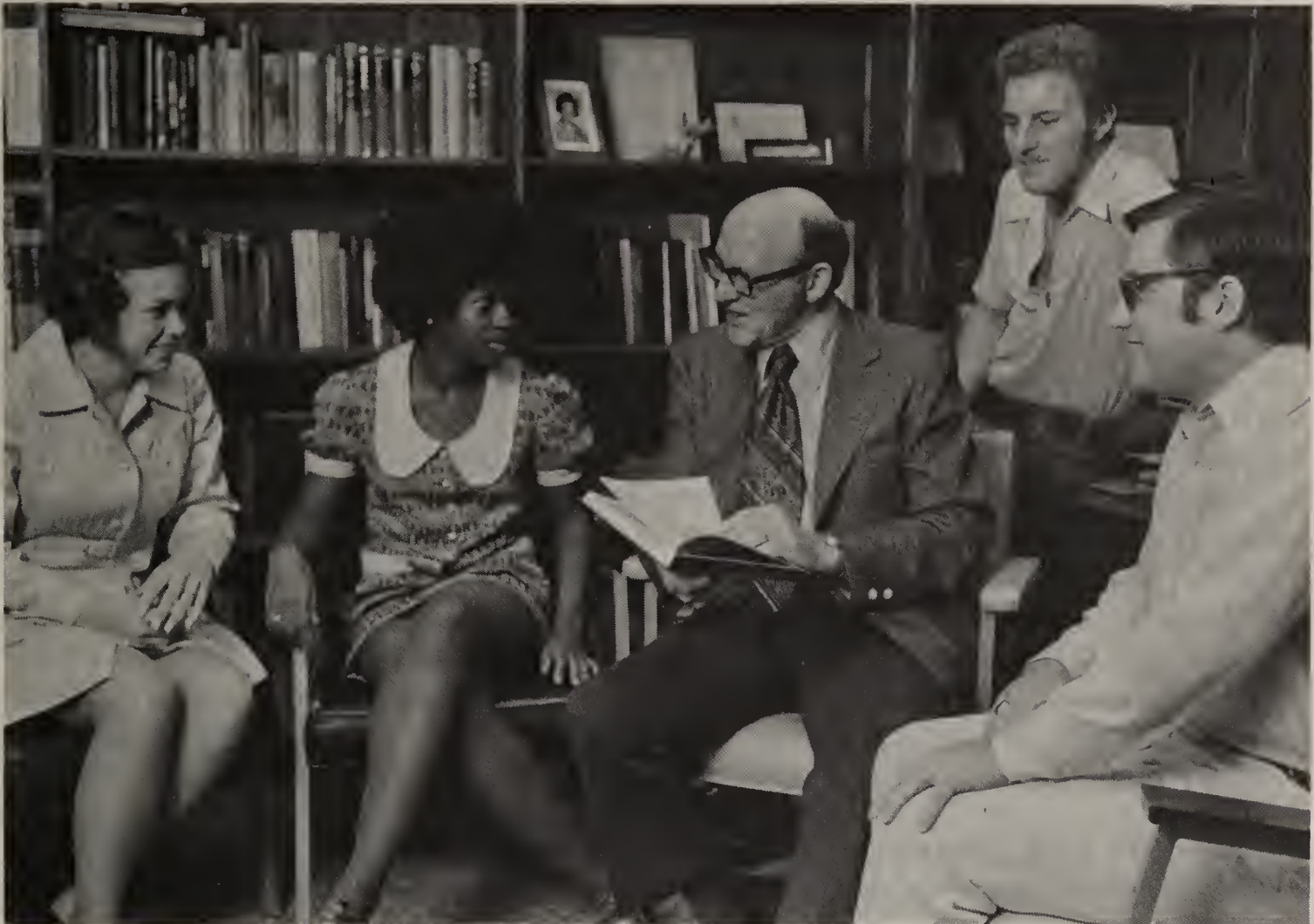
Veterans and Veterans' Dependents Assistance

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, Ca 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office, Della Walsh Hall.

Student Life



COUNSELING SERVICES

The members of the M.B.A. Program Committee, the professors of the student's major department and the Dean usually take care of the academic counseling of the students.

The University Counseling Center is complementary to, and supportive of, the total university counseling, guidance and advisement effort. A professional staff of psychologists and guidance specialists is available to aid the students in dealing with academic, occupational planning, and personal-social problems which may confront them as maturing men and women. Counseling and testing procedures are used that are appropriate to the student's needs. The fundamental objective of these services is to enable the student to use his own resources in dealing with the problems he confronts.

STUDENT HOUSING

The University maintains twelve dormitories for undergraduate students living on campus.

Dormitory space is open to graduate students only on a space-available basis after undergraduate requirements have been met. Inquiries should be sent to: Director of Housing, University of Santa Clara.

STUDENT ORGANIZATIONS

BETA GAMMA SIGMA, Delta Chapter, is a professional business honor fraternity to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

FINANCE CLUB. The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

THE MARKETING CLUB is the student chapter of the American Marketing Association. It welcomes all students who have an interest in marketing. The Club sponsors a lecture series and other activities of current interest. Members also are eligible to participate in the student activities of the American Marketing Association.

THE GRADUATE BUSINESS AND BUSINESS ADMINISTRATION ASSOCIATIONS are organizations of students in the Schools of Business for the study of business problems and for the encouragement of social activities among the students of the Schools. Frequent lectures are given before the Associations by businessmen of prominence.

SOCIETY FOR THE ADVANCEMENT OF MANAGEMENT aims to improve student understanding of the business community. The society operates in conjunction with the School of Business, and membership is open to all students of that school.



Graduate Courses

(Open to Graduate Students Only)

Department of Accounting

John Pagani, Ph.D., *Chairman*

70.216. FINANCIAL ACCOUNTING I

Valuation of assets.

70.217. FINANCIAL ACCOUNTING II

Liabilities and proprietorship.

70.218. MANAGERIAL ACCOUNTING

Analysis and interpretation of costs for decision making.

70.219. ACCOUNTING PROBLEMS I

An intensive review of complex accounting problems. Required: 70.216, 70.217, 70.218 or an undergraduate major in accounting.

70.220. ACCOUNTING PROBLEMS II

A continuation of 70.219.

70.221. AUDITING I

Standards and practices in auditing procedure. Required: 70.216; 70.217; 70.218.

70.222. AUDITING II

A continuation of 70.221. Required: 70.221 or an undergraduate course in Auditing.

70.223. TAXATION I

Federal and state practice in taxation. Required: 70.216; 70.217; 70.218.

70.224. TAXATION II

Continuation of 70.223. Required: 70.223 or an undergraduate course in Taxation.

70.225. CONTEMPORARY THEORY IN FINANCIAL ACCOUNTING

A review of theory as applicable to accounting practice.

70.226. SELECTED TOPICS IN FINANCIAL ACCOUNTING THEORY

Required: 70.225.

70.227. PLANNING, BUDGETING AND CONTROL I

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of a business.

70.228. PLANNING, BUDGETING AND CONTROL II

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations.

70.229. CONTROLLERSHIP

Organization of the controllership function and control through accounts.

70.319. SEMINAR IN ACCOUNTING

Department of Economics

Mario L. Belotti, Ph.D., *Chairman*

13.231. ECONOMIC ANALYSIS OF THE FIRM I

The focus of 13.231 is on business decision making and the response of business decisions to changes in demand and supply conditions; on the effects of alternative market structures and alternative business policies on the pricing and output decisions of the individual firm. The course is designed to provide the student with a systematic method of viewing business problems which isolates the relevant economic aspects. Topics include basic supply and demand analysis, consumer behavior, the theory of cost and production, pricing and competitive and non-competitive markets and selected areas in monopoly regulation. Prerequisite: Graduate Standing.

13.232. ANALYSIS OF BUSINESS CONDITIONS I

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena. Prerequisite: Graduate Standing.

13.233. ANALYSIS OF BUSINESS CONDITIONS II

This course emphasizes the role of business forecasting in managerial planning. The objective is to develop an analysis of the fundamental factors responsible for economic and business fluctuations. In this setting, emphasis is placed upon the study of the tools and techniques of measuring and forecasting both short and long term business change as applicable to the economy, industry and the individual firm. Prerequisite: 13.232.

13.234. ECONOMIC POLICY

This course examines and evaluates those actions taken by the government with the purpose of affecting economic life. The course places particular emphasis upon macro-economic policies (monetary fiscal, growth, international, etc.) which affect the current economic and business environment. The course is divided into three parts. The first part examines the complex of ideas (economic philosophies) governing, predisposing or coloring judgments on economic policy. The second part examines the goals, the tools and the end-means relationships of economic policy. The third part examines and evaluates selected economic policies and their impact on the economic and business environment. Prerequisite: 13.231 and 13.232.

13.236. PUBLIC ECONOMICS

In this course microeconomic theory will be applied to the analysis of the public sector. The elements of modern welfare economics will be carefully developed and used to examine the following areas:

1. The Logic of Collective Economic Action
2. The Nature and Problem of Public Goods
3. The Origin and Effects of Externalities
4. The Problem of Decreasing Cost Industries
5. The Economics of Non-market Decision Making

Prerequisite: 13.231.

13.237. ECONOMIC ANALYSIS OF THE FIRM II

In this course a number of linear (weakly convex) models of the firm and economy will be investigated. The presentation will emphasize the relative ease of parameter estimation and the power of problem solving techniques that are available for this class of models; two properties that make linear models readily applicable to a large number of problems. Throughout, models and implications will be contrasted with their classical analogues and relative strength and weaknesses noted. Outside reading will emphasize applications. Topics covered will include input-output systems of the economy and a number of optimization models of the individual firm, with attention given to the use of these systems in planning. Prerequisite: 13.231 and Basic Calculus.

13.239. ECONOMETRICS I

A review of mathematical statistics which is essential to econometrics and an introduction to econometrics (through the classical regression model). The course will be centered around solving statistical problems encountered in applied economic and business situations. Prerequisite: 71.293 and 71.200, or its equivalent.

13.240. ECONOMETRICS II

Continuation of Econometrics I. This course will explore such econometric problems as serial correlation, simultaneous equation bias and multi-col-linearity. The emphasis will be on working statistical problems encountered in applied economic and business situations, such as estimation of cost functions, estimation of models for prediction of GNP, consumption, etc. Prerequisite: 13.239.

13.241. FLOW OF FUND ANALYSIS*

This course focuses upon the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds; the manner in which funds are exchanged in the money and capital markets; the influence of demand and supply factors upon interest rates, the impact of changes in interest rates, money supply, and loanable funds upon the level of economic activity. The conceptual framework employed throughout the course is centered on the flow of funds analysis. Prerequisites: 13.231 and 13.232.

13.242. INTERNATIONAL TRADE AND DEVELOPMENT*

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be upon the application of principles and techniques of economic analysis to the following topics: Foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, the process of economic development, and changing patterns of investment and trade. These topics will be treated in class lectures, discussions and short papers on policy issues of current interest. Prerequisite: 13.231 and 13.232.

13.243. INDUSTRIAL ORGANIZATION

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures. Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231.

* These courses will not be offered during the academic year 1973-74.

13.244. MANPOWER PROBLEMS

This course will examine the following topics: a) the manpower implications of technological change in an advanced economy, b) the determinants of technological change, c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment, d) education in its economic implications, especially vis-a-vis manpower question, e) problems of racial and sexual discrimination, f) poverty in its employment related aspects. The course will build upon the students training in macro- and microeconomic theory and quantitative methods to gain an appreciation of and some expertise in the area of human resource questions. Prerequisite: 13.231 and 13.232.

13.245. THE ECONOMICS OF PLANNING*

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output, and mathematical programming, (2) techniques of investment decision and project selection such as cost benefit analysis, (3) balance of payments strategies and policies, and (4) optimal fiscal and monetary policies in the developing context. The course will be technique oriented and the case method will be used throughout. Prerequisite: 13.231 and 13.232.

13.298. SEMINAR IN APPLIED ECONOMIC RESEARCH

The seminar in applied economics is intended to serve as a core element in the student's training, and would integrate economic theory and empirical concerns. This course will involve students in empirical research under close faculty supervision in order to develop an appreciation of the nature and limitations of economic measurements. An area of current economic interest will serve as the focal point of the seminar. Each student will be expected to undertake a limited empirical problem within the seminar area. The student will be expected to demonstrate an acceptable level of research proficiency. Prerequisite: 13.231, 232, 236 or 237, 239 and 246, or permission of the instructor.

Department of Finance

D. Robert Papera, Ph.D., *Chairman*

74.245. FINANCIAL MANAGEMENT I

Emphasis is placed on financial analysis, decisions and policies related to the management of current assets and short term sources of funds. Prerequisite: 70.216 or equivalent.

* This course will not be offered during the 1973-74 academic year.

74.246. FINANCIAL MANAGEMENT II

Emphasis is placed on financial analysis and theory pertinent to financial structure, cost of capital, capital budgeting, investment policy and valuation. Prerequisite: 74.245.

74.247. DYNAMICS OF THE FINANCIAL SYSTEM

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.246.

74.248. SEMINAR IN FINANCE

Prerequisite: 74.246 and consent of instructor.

74.249. INVESTMENT PORTFOLIO MANAGEMENT

Nature of financial institutions and the development of their investment programs and policies both in practice and theory. Prerequisite: 74.246.

74.250. SEMINAR IN FINANCIAL RESEARCH

74.251. INTERNATIONAL FINANCE

International monetary mechanisms, international banking, money and capital markets. Instruments of foreign exchange; the role and function of international monetary institutions; management of multi-national business firms.

74.345. DOCTORAL SEMINAR IN FINANCE I

Department of Management

Joseph M. Trickett, Ph.D., *Chairman*

73.260. MANAGEMENT I—ORGANIZATION AND MANAGEMENT

An exploration of classical managerial thought and principles. To include such topics as: the functions of Management; Comparative models of organization structure; Communication process in the formal organization; Management by objectives; the concepts of organization structure and the impact of managerial practice.

73.261. THE SOCIAL PSYCHOLOGY OF MANAGEMENT

Analysis of social roles and relationships within business. Prerequisite: 73.260.

73.263. SEMINAR IN ORGANIZATIONAL BEHAVIOR

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis—group learning processes and non-academic resource personnel. Prerequisite: 73.260 and 73.268.

73.264. SEMINAR IN MANAGEMENT

Discussion of the future role of the manager as it will be affected by the trends and changes in the external and internal environment. Prerequisite: 73.260 and 73.268.

73.265. SOCIAL AND LEGAL ENVIRONMENT OF BUSINESS

The general objective of this course is to enable the student to acquire a working background and understanding of the legal and social climate in which business operates. This requires a conceptual framework for analyzing and interpreting the issues and social forces that make the law and influence the decisions made in business.

73.266. BUSINESS POLICIES

The study from a systems approach of policy development and formulation in organizations. The integration of the multiple viewpoints of the different functions in a firm is part of this approach. Case discussion is stressed. Limited to students in the final quarter of work for the M.B.A.

73.268. MANAGEMENT II—ORGANIZATIONAL BEHAVIOR

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: Human motivation; Group dynamics; Interpersonal relationships; Management of conflict and change as an organizational variable. Prerequisite: 73.260.

73.269. COMMUNICATIONS

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations.

73.270. INTERNATIONAL MANAGEMENT

An analysis of problems associated with international business organizations.

73.271. SEMINAR IN COMPARATIVE ORGANIZATION THEORY

This course has two related objectives. First, it examines in depth available research concerning the effectiveness of current organizational designs. Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals.

73.275. SOCIETY AND THE ENVIRONMENT

An evaluation of problems in society as related to the environment. Prerequisites: 73.260 and 73.268.

73.297. BUSINESS ETHICS

A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.

73.360. DOCTORAL SEMINAR IN MANAGEMENT I

Department of Marketing

Ronald Stucky, Ph.D., *Chairman*

72.277. NEW PRODUCT POLICY

This course will deal with the role of management in creating and exploiting new products (with emphasis on industrial products). Discussion will focus upon the various stages of new product evolution: exploration, screening, business analysis, development, testing and commercialization. Activities in each of these phases will be investigated in considerable detail through readings, discussion of analytical techniques, and the case vehicle. A course project will provide practical illustration of problem structure and the broad issues concerning analytical approaches to new-product decisions. Prerequisites: 74.246, 72.280 and 71.202.

72.278. INTERNATIONAL MARKETING

An analysis of problems associated with international marketing. Prerequisite: 72.282.

72.279. SMALL BUSINESS ENTREPRENEURSHIP

An analysis of investigating and beginning a new business venture.

72.280. MARKETING MANAGEMENT I

Analysis of principles and methods of marketing from the viewpoint of management through case discussion.

72.281. MARKETING THEORY

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing. Prerequisite: 72.282.

72.282. MARKETING MANAGEMENT II

Economics of pricing, product and sales planning and public regulation of marketing are considered. Prerequisite: 72.280.

72.283. SEMINAR IN MARKETING

72.284. ADVERTISING MANAGEMENT I

A consideration of the coordination of advertising with other sales promotional tools. Prerequisite: 72.282.

72.285. SEMINAR IN MARKETING THEORY

72.286. MARKETING INSTITUTIONS

A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 72.280 and 72.282.

72.287. ADVERTISING MANAGEMENT II

A study of the problems of using advertising in conjunction with other methods of sales promotion in industrial and consumer marketing, as developed from case discussions; a managerial rather than a technical or creative consideration of advertising. Prerequisites: 72.284 or the consent of the instructor.

72.288. MARKETING RESEARCH I

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. Prerequisite: 72.282.

72.289. MARKETING RESEARCH II

Continuation of 72.288. Prerequisite: 72.282 and 72.288.

72.380. DOCTORAL SEMINAR IN MARKETING I

Department of Quantitative Methods

Zybnek L. Vancura, Drs. (Econ), *Chairman*

71.200. QUANTITATIVE METHODS I

The object of this course is to provide the student with the fundamentals of statistical analysis applicable to business conditions, using both traditional and modern approaches.

71.201. QUANTITATIVE METHODS II

The objective of this course is to acquaint the student with a set of basic concepts in operations research methods and techniques.

71.202. QUANTITATIVE METHODS III

The purpose of this course is to acquaint the student with the basic concepts

of the decision theory. The tools and methods studied are applied to a variety of business problems under conditions of uncertainty.

71.204. STATISTICAL RESEARCH METHODS I

Application of statistical methods in research. Topics include multiple regression and correlation and design of experiments. Prerequisite: 71.200 or equivalent.

71.205. STATISTICAL RESEARCH METHODS II

Continuation of 71.204.

71.206. SYSTEMS ANALYSIS

Analysis and design of systems using computer simulation. Prerequisite: 71.202 and 71.295 or equivalent.

71.207. MANAGEMENT INFORMATION SYSTEMS

The use of information by management to understand, control, and improve an organization. Topics include: the importance of models in defining user requirements, the impact of technology, and human problems of change. Prerequisites: 71.201 and 71.202.

71.209. APPLIED DECISION THEORY

Application and implementation of decision making concepts to industrial problems. Prerequisite: 71.202 or equivalent.

71.210. OPERATIONS RESEARCH I

210, 211 and 212 constitute a three-course sequence in operations research. Topics to be covered in depth include linear programming (simplex method, quality), non-linear and dynamic programming, network models, Markov processes, waiting lines and inventory models. Prerequisite: 71.202 or equivalent.

71.211. OPERATIONS RESEARCH II

71.212. OPERATIONS RESEARCH III

71.213. SEMINAR IN OPERATIONS RESEARCH

71.214. FORECASTING METHODS

Analytical methods in business forecasting. Topics include: smoothing and moving average methods, seasonal fluctuations, regression analysis, and input-output models. Techniques for evaluating and comparing alternative forecasting models are also discussed.

71.292. MATHEMATICAL ANALYSIS I

The objective of this course is to enable the student to learn algebra (inclusive of matrix algebra), the set theory and the techniques pertaining to the solution of equations.

71.293. MATHEMATICAL ANALYSIS II

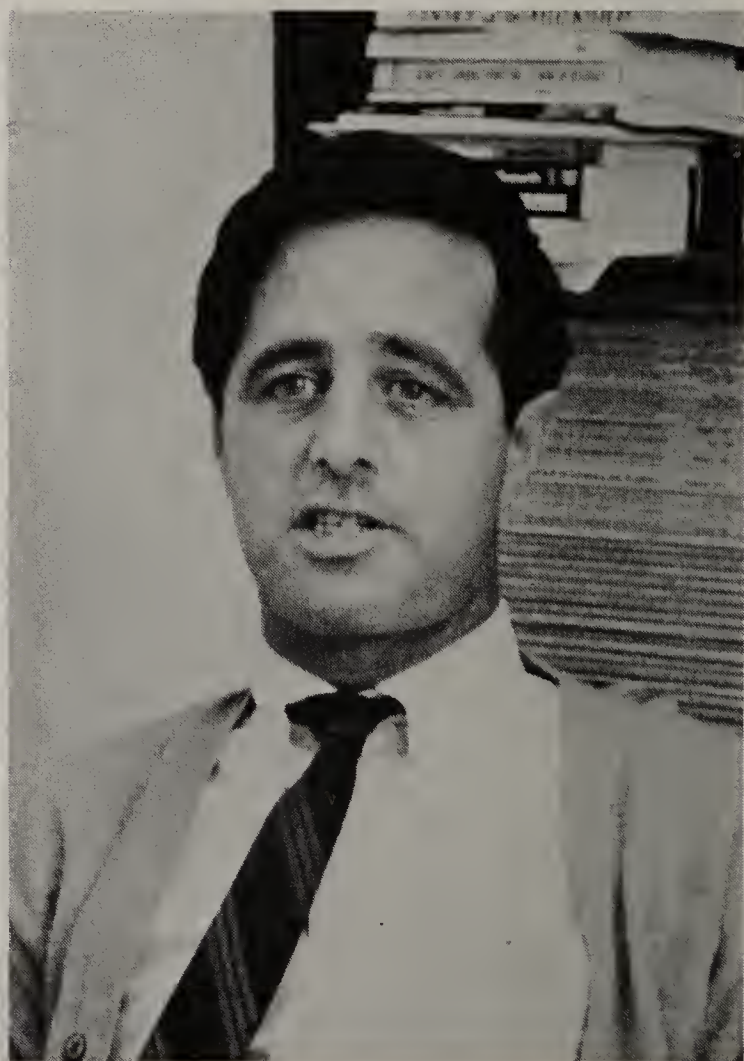
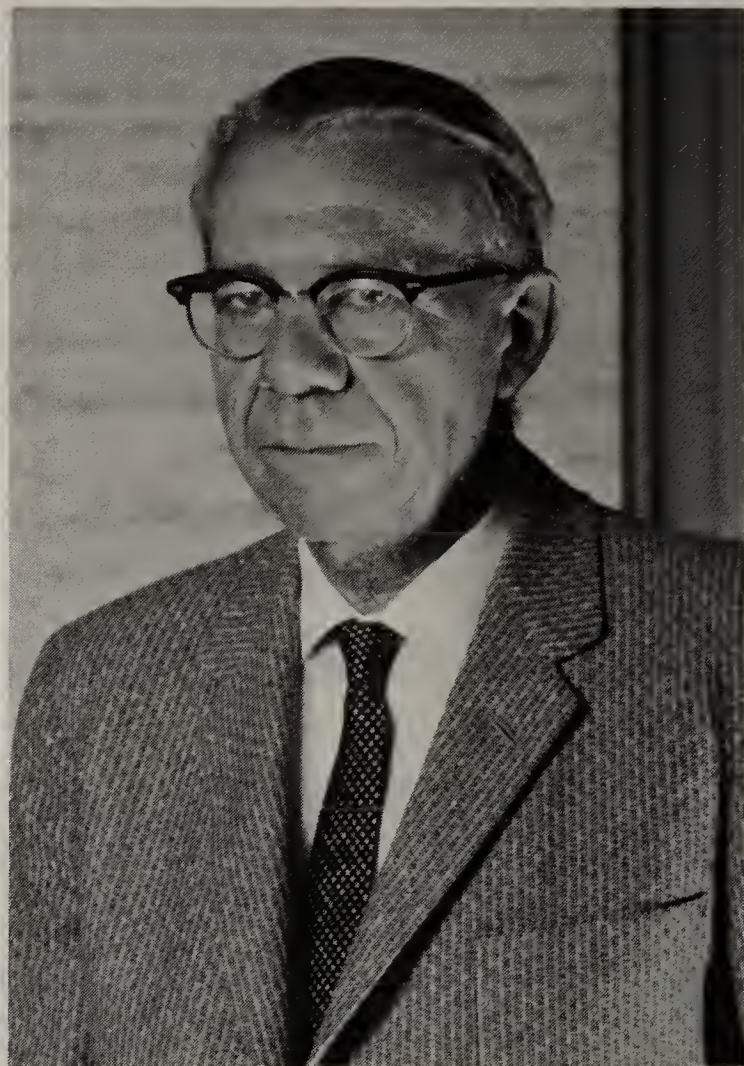
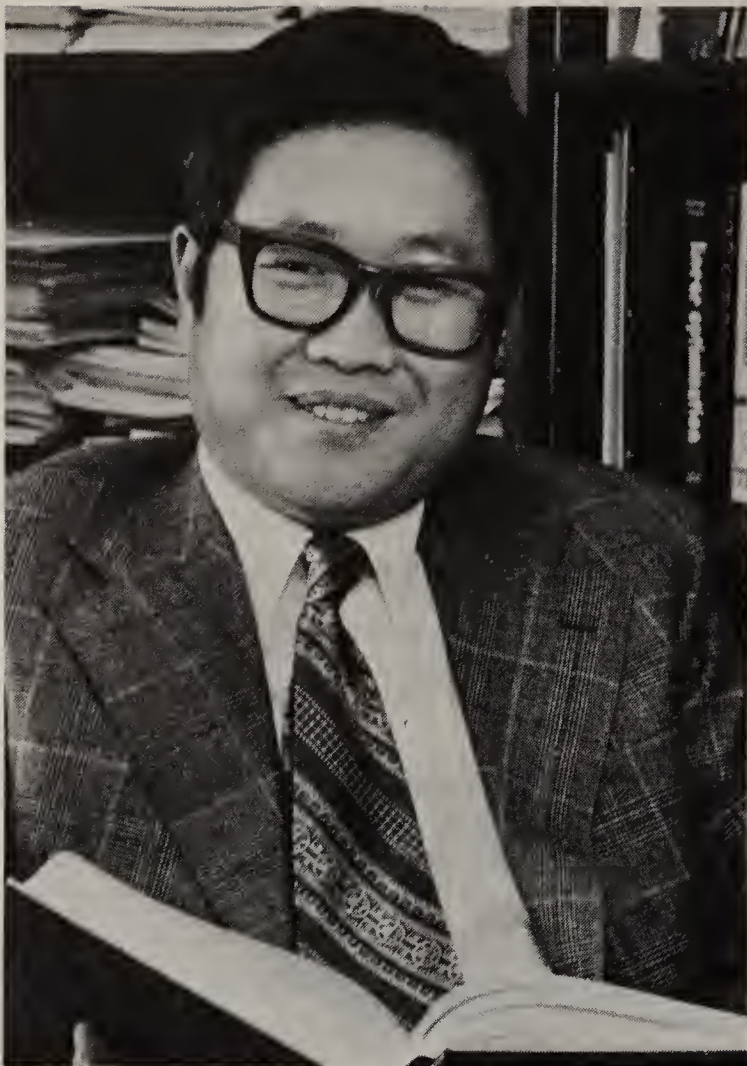
The purpose of this course is to introduce the student to analytical geometry, differentiation of integration, and their applications in the decision-making process.

71.295. COMPUTER PROGRAMMING

An evaluation of theoretical concepts of programming techniques.

71.300. DOCTORAL SEMINAR IN QUANTITATIVE METHODS





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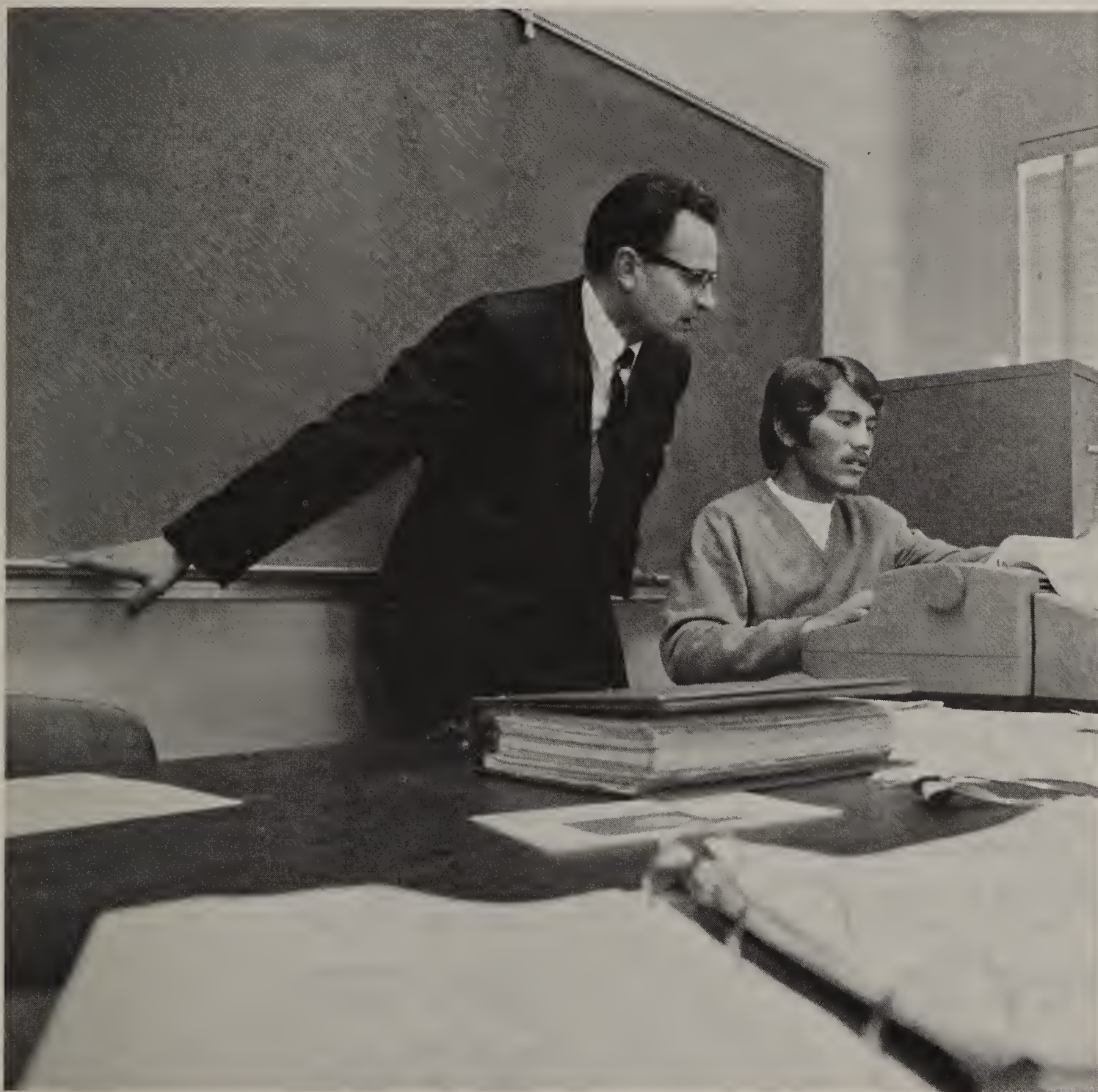
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